



Commander
U. S. Coast Guard Group

*"Excellence in Operations and Support
through Teamwork."*

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GRUINST 16477

GROUP ST. PETERSBURG INSTRUCTION 16477

Subj: GROUP ST. PETERSBURG COMMAND VISION STRATEGY (CVS)

1. **PURPOSE.** This instruction sets forth the Group St. Petersburg command vision, outlines the initial plan for promoting that vision, and establishes the Integrated Leadership and Management System (ILAMS) as the primary vehicle for elaborating and carrying out that plan. Additionally, this instruction is intended to advance our ongoing efforts to achieve a broad infusion of quality as Group St. Petersburg continues its pursuit of "Excellence in Operations and Support through Teamwork."
2. **ACTION.** I ask that all Group Commanding Officers, Officers in Charge, and Group Department Heads, as well as all other Group Commissioned Officers and Chief Petty Officers (both Regular and Reserve), familiarize themselves with this instruction and communicate its contents to all assigned personnel. I am also requesting that Coast Guard Auxiliary Commodore West Florida take note of this instruction and ensure that our Auxiliary leadership is fully informed of its contents.
3. **BACKGROUND.** In November 1998, the Group St. Petersburg Senior Management Team (SMT) was established with two primary goals: (1) coordinate long range planning; and (2) enhance teamwork among all units. The SMT promulgated the 1999 Group St. Petersburg Business Plan, completed a Commandant's Quality Award (CQA) Self-Assessment, and conducted several climate assessment initiatives to improve the workplace environment. As the pace of operational missions (OPTEMPO) and demands on personnel (PERSTEMPO) increased over time, the attention of the SMT shifted from its primary goals and focused more on daily operations and administrative issues. As a result, there was no Group forum dedicated to visioning, strategic thinking, and systematic planning. The Command Vision Strategy (CVS) is intended to address this shortfall, in part by replacing the SMT with the new ILAMS to revitalize and enhance our common pursuit of excellence.

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4. DISCUSSION. We are currently faced with rigorous operational demands from new anti-terrorism mandates, coupled with the many daunting requirements stemming from essentially the same portfolio of critical missions assigned to the Coast Guard for more than two decades. As we continually face new challenges, the true measure of excellence is how we assess and adapt to change. Vision and agility are key traits enabling us to move quickly and easily in developing optimal responses to changed circumstances. Without vision, we would be ill prepared to recognize and understand the implications of the full spectrum of ongoing changes in our dynamic global environment. Without agility, we would not be able to make the necessary corporate adjustments to address these changes, as we have done recently in answering the call of a nation in peril. It is our foundational touchstones of quality that promote visioning toward preparedness and have kept us agile enough to uphold *Semper Paratus* when faced with the tragic events of September 11th and their continuing aftermath.

5. POLICY. The CVS has three primary components: (a) my command vision; (b) an initial plan for promoting that vision; and (c) a new system for integrating our ongoing leadership and management efforts, particularly those focused on achieving a “Quality Infusion” throughout the Group.
 - A. Command Vision. My broad vision for the Group is set forth in enclosure (1). That vision, which I urge every member to share and help make a reality, is Group St. Petersburg as a world-class military organization that: (a) steadfastly pursues excellence in delivering vital maritime services to the American public along Florida’s West Coast; (b) always goes above and beyond in advancing the welfare of shipmates; and (c) acts as a good steward of our people, assets, and infrastructure to promote our readiness today and preserve our resources for tomorrow.

 - B. Initial Plan. My fundamental implementation premise is that I fully expect every member of the entire Group St. Petersburg team – and particularly every Commissioned Officer and Chief Petty Officer – to exemplify true professionalism. This requires not only knowing and visioning (future thinking) for success, with regards to both missions and work processes, but also the ability to put that knowledge and vision into action (strategic planning). Both require forethought, development of specific goals and objectives, a process of communicating desired outcomes to all levels, and a system of feedback or measurement. Our historical investment in Total Quality Management (TQM) has produced a wealth of tools to assist in developing each of these areas. Specific elements of our initial plan are as follows:
 - (1) Ensure all Group personnel have ready access to all relevant guidance from higher authority to: (a) foster close alignment with and understanding of broader Service goals and priorities; and (b) avoid unnecessary duplication of guidance and planning at our level.

 - (2) Conduct a comprehensive quality self-assessment, in part through our ongoing participation in the Commandant’s Performance Challenge (CPC) Collaborative Assessment (CA) process, to establish a baseline profile of critical processes, current

strengths, and areas for improvement.

- (3) Define overarching goals and develop streamlined strategic plans for each of the Group's six primary missions, with particular emphasis on incorporating the CPC/CA results. The six missions include four operational missions – Search and Rescue, Maritime Homeland Security, Law Enforcement, and Waterways Management – and two additional missions – Support to Other Coast Guard Units and Stewardship. In this context, “stewardship” refers to the wise management of our people, assets, and infrastructure to promote our readiness today and preserve our resources for tomorrow.
 - (4) Prepare an ambitious yet realistic and carefully sequenced Group Action Plan for a “Quality Infusion” throughout all of Group St. Petersburg. The fundamental goal is to make the pursuit of quality more of an integral and permanent part of our daily awareness, routine and initiative. Our plan should reflect and complement the ongoing Group self-assessment and strategic planning processes. The plan should also: take full advantage of those proven business practices that translate well in the military context; call for benchmarking in and/or outside the Coast Guard where appropriate; recruit and train a Group cadre of trained facilitators to guide and assist quality improvement proceedings and related activities; and empower process improvement efforts at the lowest levels possible.
 - (5) Update the Group St. Petersburg Master Plan and the pending Patrol Boat Center of Excellence Proposal as necessary, and promote approval and timely implementation as appropriate of all related initiatives.
 - (6) Establish a formal Group-wide Leadership Program, including but not limited to the following components: a new Group forum to promote a more active role for our senior petty officers at the E-6 level; a core course of Group-level instruction in leadership, supervision, and followership for our most junior petty officers, ideally at the E-3/E-4 transition point; and a Group-wide mentoring initiative that builds on the Coast Guard-wide program to enhance this important aspect of the leadership process.
 - (7) Enhance our internal communications and educational efforts within the Group so that every Regular or Reserve Military, Civilian and Auxiliary member at every unit: (a) has a clear general awareness of all Coast Guard missions and operations along Florida's west coast; (b) fully understands his/her individual role; (c) appreciates the importance of his/her contribution to the Coast Guard's many accomplishments in this region; and (d) is motivated to become a process professional. This effort will take full account of the results of the ongoing Gallup Poll Q12 Survey.
 - (8) Intensify, and formalize where appropriate, our ongoing efforts to retain our trained and dedicated personnel.
- C. Integrated Leadership and Management System (ILAMS). The ILAMS is an ensemble of three senior-level coalitions. The members of these coalitions direct our operations and activities and also provide the Group Command Cadre with valuable counsel. Each

coalition is comprised of dedicated professionals and operates as an independent and purposeful entity, and yet each has overlapping membership. These three ILAMS

coalitions are: the Group Field Commanders; the Group Senior Staff; and the Senior Leadership Council (SLC). A schedule of coordinated meetings beginning in June 2002 for the three coalitions will be published soon. An ILAMS diagram is provided in enclosure (2).

- (1) Field Commanders. The Commanding Officer/Officer in Charge Round Table was established recently to promote consultations with and communications among key field leaders. The Round Table provides a forum for discussion of strategic planning, quality initiatives, and ongoing operations involving field units throughout the Group. All Commanding Officers and Officers in Charge are expected to attend the Round Table in person. The Group Commander will chair the Round Table and may call for additional participation as issues or needs warrant. The Group Planning Officer will facilitate the meetings. Round Tables will be held quarterly or as needed.
 - (2) Senior Staff. This coalition typically assembles through Group Department Head meetings on a weekly basis. These sessions serve to address key processes and day-to-day business administration at the Group level, but also focus on broader, Group-wide issues. The Deputy Group Commander chairs the Department Head meetings, which are typically attended by other senior staff as directed.
 - (3) Strategic Leadership Council (SLC). The SLC is the newest coalition and serves as the highest-level Group forum for: (a) continually assessing Group-wide performance and readiness; (b) developing and launching strategic initiatives; and (c) promoting adoption of quality management practices. The SLC charter is in enclosure (3).
6. COORDINATION. The Group Planning Officer will serve as the coordinator for all aspects of CVS implementation. The Planning Officer may be reached at (727) 824-7555.
 7. CONCLUSION. The success of any strategy is always dependent upon the leadership and commitment of those charged with carrying out that strategy. I need the strong support of all Regular, Reserve, Civilian, and Auxiliary personnel, especially those in command or other influential positions. Your personal commitment to the pursuit of excellence as a Group-wide exemplar will be a critical determinant of our success. I ask that you join me in adopting "Commitment to Quality" as our fourth core value. Promote it as diligently as you have "Honor, Respect, and Devotion to Duty" – and these shared values will enable us to keep faith with the American people who expect Group St. Petersburg to be a world-class military organization.

F. M. ROSA, JR.

Encl: (1) Group St. Petersburg Command Vision
(2) Integrated Leadership and Management System (ILAMS) Diagram
(3) Strategic Leadership Council (SLC) Charter